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Multi-country programme outline for the Pacific Island countries (2003-2007) *

Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu

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* The collection and analysis of current data required to present the Executive Board with the most up-to-date information has delayed submission of the present document.

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I. Introduction

1. This is the first multi-country programme outline for the 10 Pacific Island countries: Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu, covered by the UNDP Country Office in Fiji, for the period 2003-2007. It represents a departure from nine separate country cooperation frameworks (CCFs) and is a step towards developing a more integrated, effective and coherent programme for all 10 countries, with strategic focus on programme areas where UNDP has comparative advantage.

2. In view of the above, the proposed outline is aimed at addressing a subregional development agenda relevant to all 10 countries and presenting an overarching strategic programme focus as a basis for individual country outlines with expected results and resources, except in the case of Nauru, where because of its minimal TRAC (target for resource assignment from the core) allocation, resources will be used to supplement regional programme activities supported by UNDP. It should be noted that these strategic programme areas are in line with priorities identified by Governments through the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) in the four least developed countries (Kiribati, Solomon Islands, Tuvalu and Vanuatu), as well as through consultations with the Governments of the other six countries (Federated States of Micronesia, Fiji, Marshall Islands, Nauru, Palau and Tonga), which did not participate in the UNDAF process.

II. Situation analysis

3. The UNDP *Pacific Human Development Report 1999* describes the Pacific subregion as one of diversity, with some of the world's smallest island States and some of both the poorest and wealthiest developing countries. While there are differences in natural resources, rates of population growth and density, distribution of amenities and services, ethnic and gender disparities, availability of skilled labour, educational opportunities and the extent of urbanization among Pacific Island countries, there are a significant number of issues common to these nine countries in the subregion, which need to be analysed comprehensively in order to better understand and address the political, economic and social trends that affect their sustainable human development.

4. The Asian Development Bank (ADB)[1] has noted that in the last four years Pacific Island countries have experienced variable but generally low economic growth rates. A common theme is difficulty in fiscal management, primarily due to the relatively small size of their economies, exposure to external economic influences, inexperienced civil services, dependence on external funding, and frequent episodes of political instability. Generally, prospects for economic growth in these countries are clouded by a host of structural problems, including market factor rigidities, depletion of natural resources, the continued potential for political unrest, and the domination of economic activity by the public sector. Globalization has further accentuated the economic vulnerability of Pacific Island countries, forcing them to focus more on being competitive and improving the quality and cost of their social and physical environment in order to attract investment.[2] In recognition of the above and the effect that joining the World Trade Organization will have on trade arrangements they now enjoy, the Pacific Island countries endorsed the Pacific Agreement on Closer Economic Relations (PACER) and the Pacific Islands Countries Trade Agreement (PICTA) of 2001 as a basis for increasing regional integration and as a means of responding to globalization as a group.[3]

5. Poverty analyses conducted by UNDP, and more recently by the ADB, have revealed disparities in income, opportunities and well-being between rural and urban dwellers, and a growing underclass of landless, urban poor. Simultaneously, traditional safety nets, systems of exchange, traditional leadership, decision-making processes, and kinship ties are no longer reliable for the majority of poor households. According to the *Pacific Human Development Report 1999*, inability on the part of Pacific Island economies to generate enough formal and informal sector jobs and

[1] Asian Development Bank, *Asian Development Outlook 2002*, vol. II, *Economic Trends and Prospects in Developing Asia* (Oxford University Press, New York, 2002).

[2] World Bank, *Cities, Seas, and Storms: Managing Change in Pacific Island Economies*, vol. I (World Bank, Washington, D.C., 2000).

[3] Pacific Islands Forum Secretariat, Thirty-second Meeting of the Pacific Islands Forum, held in Nauru, 16-18 August 2001 (Forum Communiqué 2001).

livelihood opportunities has been contributing to the rise in poverty and income inequality as well as to "poverty of opportunity". As such, Pacific Island government representatives have recognized poverty as a concept relevant to the Pacific that needs to be addressed through pro-poor policies and good governance.[4]

6. It is evident from recent decisions by the Pacific Islands Forum to increase accountability and to strengthen governance institutions in the subregion that governance issues have become central to the agenda of the Governments of the Pacific Island countries. This stems from recognition that public funds have been squandered, economic growth is being stifled, development has not been equitable, and peace and security is becoming increasingly unstable in parts of the subregion. However, Pacific Island countries have yet to comply with accountability mechanisms and requirements for good governance. As a result, there is a growing prevalence of corrupt practice and the abuse of public funds, a lack of transparency in economic and political decision-making processes, with limited participation of the people and little respect for the rule of law. The absence of strong civil society organizations (CSOs) and watchdog agencies has contributed to the deteriorating quality and integrity of governance in most of the countries in the subregion.

7. Some Pacific Island countries have witnessed political unrest and human rights abuses against children, women and ethnic groups. This has resulted in growing emphasis on protecting and upholding human rights principles. However, most countries have not yet ratified the key human rights conventions (Convention on the Elimination of Discrimination against Women, Convention on the Rights of the Child, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, Convention against Torture, International Convention on the Elimination of Racial Discrimination) that safeguard the rights of women and children, offer protection for social, political, economic and cultural rights and provide protection against racism. Although limited, CSOs have been instrumental in human rights education efforts at all levels of society. However, in order for the Governments of the Pacific Island countries to understand, ratify and fulfil obligations under these conventions, increased technical and financial assistance from external agencies and the involvement of civil society is critical.

8. In the Pacific, environmental degradation is seriously eroding the capacity of ecosystems to produce the goods and ecological services upon which poor people, in particular, and economies depend. According to the United Nations Environment Programme (UNEP) publication *Pacific Islands Environment Outlook 1999*, the most serious environmental problems are loss of biodiversity, climate change and sea-level rise, threats to freshwater resources, degradation of coastal environments, land and sea-based pollution and the increasing need for better access to affordable energy services as an essential prerequisite for sustainable development. In addition, the subregion is highly prone to natural disasters. These problems continue to incur economic and social costs and undermine the efforts of these small island nations to progress and alleviate poverty.[5]

9. Although it is becoming more widely accepted by Pacific Island countries that the equal participation of men and women in all aspects of national development is essential for any real progress, turning commitment into action is still a major challenge. Huge gender disparities still exist across all aspects of women's lives, national budget commitment to gender equality is almost negligible and there is still a lack of understanding and application of the concept of investing in women's equal participation for improved social and economic returns.

10. With regard to HIV/AIDS, there are clear indications that the disease is prevalent in a number of Pacific Island communities. By March 2000, the cumulative reported incidence for Pacific Island countries and Territories had reached 2,734 for HIV and 893 for AIDS, with the most severely affected countries being Papua New Guinea, the French Territories, Fiji and Kiribati. Although these rates in no way compare to the situations in Africa and Asia, small numbers in small and isolated populations have very serious social and economic impacts.[6] Governments are slowly realizing the importance of adopting a multisectoral approach to prevention efforts.

[4] Pacific Islands Forum Secretariat, "Pacific Approach to Social Development", PIFS/UNDP/ILOWorkshop Report, 6 February 2002.

[5] World Bank, *Cities, Seas...*, vol. III

[6] UNDP, *Time to Act: The Pacific Response to HIV and AIDS* (New York, 1996).

11. The digital divide in the Pacific subregion is viewed in two ways: between the subregion itself and developed countries; and between urban and rural areas within Pacific Island countries. The pace of existing information and communication technology (ICT) development varies among countries, but generally usage is low and sporadic. There are still several telecommunication monopolies in the Pacific Island countries that hamper overall development of the sector. Promotion of ICT for development in the Pacific is key to bridging these gaps, as recognized at the Pacific Forum Communications Ministers Meeting in early 2002.

12. The Pacific subregion has over the past decade witnessed numerous atrocities caused by armed conflicts in a number of countries. Pacific Island countries as well as regional institutions have become aware of the need to implement early warning systems at all levels of society as a short-term preventive measure. At the same time, poverty reduction and promotion of democratic governance have become recognized as long-term preventive measures to potential conflicts.

13. Given the emerging political, economic and social trends in the subregion, Pacific Island countries share a considerable challenge in working towards sustainable human development and the achievement of the Millennium Development Goals (MDGs) that are equally relevant in the Pacific. An integrated multi-country approach, in which UNDP is able to concentrate its comparative advantage on addressing the priority areas of governance, poverty reduction and natural resource management in a common development agenda for the subregion, is preferred over an incoherent approach in which efforts and resources are likely to be divergent and diffused. Hence, this multi-country programme outline built upon an integrated approach in collaboration with regional partners to support the efforts of individual countries towards sustainable human development.

III. Past cooperation and lessons learned

14. CCFs for the nine Pacific Island countries (excluding Nauru, which did not have a TRAC allocation at the time) covered by the UNDP Fiji Office were approved in September 1997 for the five-year programme cycle of 1997-2001. In September 2001, the UNDP Executive Board approved a one-year extension to the end of 2002. All CCFs focused on governance and poverty reduction with gender and environment as cross-cutting issues.

15. During this cycle, a series of evaluations were conducted, in particular the country cluster review in November 2001 that evaluated all nine CCFs, with special focus on Fiji, Solomon Islands, Tonga and Vanuatu. The review highlighted successful strategic and relevant results in the area of poverty eradication linked to governance, and suggested that UNDP continue to work in these areas. It also noted that where synergies were established between regional and country programme initiatives, the potential to achieve outcomes was substantially enhanced.

16. Lessons from the review consistent throughout the subregion are as follows:

Commitment from government counterparts towards national ownership. Greater commitment would be required from government counterparts to achieve CCF goals. This could be facilitated through improved consultative processes, more frequent interaction with counterparts through country visits, the establishment of an in-country presence where feasible and appropriate, and joint activities aimed at familiarizing government counterparts with UNDP programmes and procedures, including the new results-based management approach.

Resource mobilization and strategic partnership. The UNDP Country Office would need to strengthen further its resource mobilization efforts to increase cost-sharing contributions from donor countries in order to complement the modest regular resource allocations to each country. Simultaneously, more strategic partnerships should be developed with donor countries as well as with other United Nations agencies, regional organizations and civil society to maximize effective programme delivery in each country.

Programme management. Structural constraints were pointed out in reference to the effectiveness of the UNDP Country Office in managing the programmes of nine countries, eight of which are geographically remote. Such constraints limit the ability of the Country Office to take systematic and swift action in backstopping country programmes

while simultaneously building organizational expertise around the six thematic areas within the office to provide upstream policy support to each country. Further, although priority is placed on national execution (NEX), this situation has led to a number of projects being agency executed. The evaluation found agency execution to be less than satisfactory.

IV. Proposed programme areas

17. Based on the foregoing situation analysis, the CCA/UNDAF process, lessons learned from the previous programme cycle and consultations with Governments and development partners, UNDP support to countries in this subregion will fall within the following overarching strategic areas: poverty reduction and sustainable livelihoods, democratic governance and human rights, and environmental protection and resource management.

18. *Poverty reduction and sustainable livelihoods.* Economic and social trends in the subregion strongly suggest the continuous need for UNDP to deliver both upstream and downstream services to alleviate poverty. Relying upon and simultaneously building on its reputable expertise in poverty reduction, UNDP will work with other partners to continue to deliver multisectoral programmes aimed at reducing poverty and ensuring equal access to sustainable livelihoods for all beneficiaries.

19. *Democratic governance and human rights.* Considering emerging needs in democratic governance in the subregion as well as the global and subregional comparative advantage of UNDP in the implementation of programmes in democracy, good governance, human rights and peace-building, UNDP will further build its expertise in thematic issues around democratic governance while delivering a variety of policy and programme services leading to democracy and good governance as well as respect for human rights.

20. *Environmental protection and resource management.* UNDP has focused on building capacity to formulate integrated approaches to improved resource management in order to address priority environment problems unique to small island developing nations. The proposed programmes will build upon achievements through the promotion of strategic partnerships and integrated decision-making, towards the achievement of the MDGs and the aspirations of the World Summit for Sustainable Development (Johannesburg, 24 August-6 September 2002).

21. In the process of prioritizing individual country programmes under these strategic areas, the following criteria were applied: successful past cooperation that Governments wished to continue without changing agencies; initiatives where the global experience of UNDP could add value; and those interventions where because of the perceived neutrality of UNDP, the Government felt it was best placed to provide support.

22. While individual country programmes in principle should be demand-driven and developed in close collaboration with respective Governments to ensure national ownership, UNDP will strategically focus on the above-mentioned areas to maximize its expertise and resources in delivering more effective services, tailor-made to individual countries by considering their individual political, economic and social contexts. In this regard, UNDP will address cross-cutting issues, where necessary, in line with its corporate thematic areas, of gender, HIV/AIDS, ICT and conflict prevention. Nonetheless, UNDP will ensure that programmes delivered in relation to these cross-cutting issues will be within the scope of the three areas identified above. Therefore, while there is a similarity in the menu for governance in the Pacific, points of entry will vary tremendously at the country level.

23. UNDP will also place significant emphasis on linkages with subregional projects under the regional cooperation framework (RCF) to enhance the effectiveness of individual country programmes (see also para. 27 below).

24. Individual country programmes are shown in the results and resources framework (see annex below).

V. Programme management

25. Since the beginning of 2000, UNDP has been undergoing a re-profiling process. As a result, the Fiji Office has been fundamentally restructured, thus enabling it to build in-house expertise in the above-mentioned programme areas and the cross-cutting issues of gender, HIV/AIDS, ICT for development and conflict prevention, be responsible for backstopping day-to-day programme management in individual countries, and provide operational services in support

of UNDP programmes and support functions. The new structure places high priority on improving programme management and monitoring through the creation of a Development Services Unit staffed with six new posts to carry out these functions for both regional and country programmes and maintain regular contact with Governments. In addition, programme budgets will now be managed centrally through a Financial Information Management (FIM) Controller located in a revamped Client Services Division. Business processes will concentrate on team work and the achievement of concrete outputs aligned with clearly defined Country Office targets outlined in the strategic results framework (SRF) and the management results framework (MRF). This will enable the Country Office to maintain regular contact with respective Governments and national stakeholders, while at the same time deliver consistently to all 10 countries a more strategically focused programme with policy support. Closer relationships with respective Governments should improve national ownership as well as the efficiency and effectiveness of programmes.

26. The results-based management (RBM) approach used in the results and resources framework in the annex below will ensure the accountability, measurability and sustainability of the proposed programmes. By utilizing appropriate benchmarks and indicators, UNDP programmes will be regularly monitored and assessed with respective Governments and other stakeholders and, if necessary, revised on the basis of results achieved. UNDP will place greater emphasis on country reviews and audit processes as the main tools for presenting to the various stakeholders the achievements brought about under the programmes. In addition, these RBM monitoring and evaluation procedures, involving all stakeholders, will be integrated with the assigned lead role of UNDP to support countries in reporting on progress towards achieving the MDGs. An MDG report for the entire subregion will also be viewed as an important tool to measure the achievements of UNDP in the subregion.

27. Consistent with this integrated and strategic focus in the multi-country programme, closer linkages between regional and country interventions will be encouraged, whereby country support will be based on concepts and policies promoted through the regional programme. This will be done by utilizing the expertise and resources available under the six UNDP regional programmes in the areas of governance, human rights, gender, sustainable livelihoods, HIV/AIDS and ICT for development, to add value and provide limited technical backstopping to country interventions. Currently, these resources are approximately equal to the total available programme resources.

28. UNDP will develop closer partnerships with key institutions in the subregion, such as the Pacific Islands Forum Secretariat, the Secretariat of the Pacific Community and the University of the South Pacific, as well as CSOs working in the subregion and providing development services compatible with the strategic thematic areas of UNDP. Partnerships with donor countries, such as Australia, New Zealand, Japan, the United Kingdom and the European Union, will also be emphasized to mobilize additional resources for country programmes. In this regard, UNDP will place high priority on meeting donor reporting requirements in an effort to improve accountability both in financial terms and in relation to results achieved.

29. Finally, it should be noted that the regular programming tools of UNDP have been developed based upon a "one country, one country office" setting. This poses numerous challenges for the Country Office in Fiji, which covers 10 countries, an example being the impossibility of developing 10 CCAs and UNDAFs, as well as the difficulty of programming and managing small amounts of funding in 10 countries. This multi-country programme outline and related reporting and evaluation procedures, such as Country Reviews, audits, the RBM reporting process and the MDG reports, will therefore require UNDP to continue to develop and work towards an integrated approach with a multi-country perspective in providing support to this subregion and possibly a multi-country funding ceiling in the future.

Annex. Results and resources framework*

A. Federated States of Micronesia

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
Objective 1: More equitable access to sustainable development opportunities				
Sustainable livelihoods through support to micro-enterprise and private sector development	Enhanced access to information and advisory services for micro-enterprise, private sector development and trade and opportunities facilitated for entrepreneurs to enhance income generation and livelihoods development	• Number of referrals to the national small business information centre • Availability of information on local business opportunities • Regularity of local publications on small business/private sector development • Number of small businesses set up or improved	• National-level coordination and facilitation mechanisms established to support State-level small business advisory services institutions • National resource centre established for access to information and technical advice in business/small business and opportunities for trade and private sector development	Regular: 170 SPPD: 107 Other: Government cost-sharing: 50
Objective 2: Environmentally sustainable development that benefits the poor				
Institutional framework for sustainable environmental management and energy development	Improved capacity of local authorities, community-based groups and private sector in environmental management in Pohnpei State	• Development of local community-based conservation monitoring and enforcement programmes to improve community resource management and related decision-making • Dissemination of model community-based natural resources management and planning methods to other States of Micronesia	• Methodologies disseminated, conservation policy documents completed • Conservation Trust Fund established • Proposal developed on Biodiversity Strategy and Action Plan –add-on funds	Regular: 0 Other: Trust Funds: 967
			Total resources:	Regular: 277 Other: 1 017

*With regard to Nauru, see para. 2 above.

B. Fiji

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
Objective 1: Creating an enabling environment for sustainable human development through strengthening the capacity of key governance institutions				
Institutional capacity of parliamentary structures, systems and processes	Increased effectiveness of parliament to perform its legislative and oversight functions	Number of oversight functions performed by key governance institutions	• Oversight functions of parliament streamlined and strengthened • Increased capability of communication of Government	Regular: 275 Other: Third-party cost-sharing: 500 Trust Funds: 80
Promotion of civics and human rights	Increased awareness of civics and human rights, including the role of parliament, the rights of citizens and democratic processes	• Number of schools teaching civics and human rights education • Number of interactive activities between MPs and the community, including schools, non-governmental organizations	• Comprehensive civics and human rights education programme integrated into the existing school curriculum and being taught • Increased number of human rights	Regular: 200 Other: Third-party cost-sharing: 500

		and community organizations • Number of activities promoting civic and human rights awareness • Number of incidents of human rights abuses reported in the media	activities delivered by and to a wide range of organizations, institutions and the public and the community at large	
Objective 2: Reduction of poverty through appropriate economic and social policies and strategies				
Comprehensive strategy to prevent the spread and mitigate the impact of HIV/AIDS	Improved capacity of the prison and security forces to prevent the spread of HIV/AIDS	Numberof security institutions implementing HIV/AIDS prevention and care activities	National strategy for HIV/AIDS prevention and care developed and implemented for prisons and security forces	Regular: SPPD: 195
Objective 3: Sustainable environmental management and energy development to improve the livelihoods and security of the poor				
Institutional framework for sustainable environmental management and energy development	• Improved capacity of national/sectoral authorities to plan and implement integrated approaches to environmental management and energy development that responds to the needs of the poor • Improved environment for the establishment of renewable energy systems	• Central coordinating body for Biodiversity Strategy and Action Plan (BSAP) implementation operational • Government mechanism for planning and monitoring sector strategies/plans/ programmes incorporate representation from community groups and the private sector • Sectoral strategies and programmes incorporate ecosystem management and sustainable energy concepts and approaches • Number of mechanisms identified to encourage establishment of renewable energy system	• National Biodiversity Strategy and Action Plan (NBSAP) implemented with the involvement of all stakeholders • National Capacity for Self-Assessment (NCSA) proposal developed and submitted • Add-on proposal developed and submitted • Draft report of regulatory framework of renewable energy systems completed • Rural energy services company (RESCO) selected and operating	Regular: 0 Other: Trust Funds: 760
			Total resources:	Regular: 670 Other: 1 840

C. Kiribati

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
UNDAF Objective 1: Access to basic services and livelihoods opportunities - improved and more equitable access to, quality of, and delivery of, essential services and opportunities, including sustainable livelihoods, throughout Kiribati[a]				
Social cohesion through development planning and other decision-making processes at the subnational level	• Planning and budgeting processes at subnational levels reformed to more effectively incorporate community-level perspectives, participation and needs in support of the Outer Island Development Fund (ADB/Government) initiative • Local authorities and communities in outer-islands and urban areas involved in planning and management of development activities, including the provision of public services as part of the OIDF/Government initiative	• Existence of clear, functioning mechanisms for improved planning and budgeting for outer-island development • Number of mechanisms that involve the input of outer-island communities and local government representatives in the development of outer-island projects • Number of development projects designed and proposed at local government level for support through the OIDF	• Planning and budgeting processes for improved outer-island development designed and implemented • Outer-island council representatives trained in project development, budgeting and monitoring of project implementation	Regular: 819 SPPD/STS: 159 Other: Third-party cost-sharing: 200
UNDAF Objective 2: Improved governance and human rights[b]				
UNDAF Objective 3: Dealing with vulnerability - improving the ability of Kiribati to deal with economic and environmental vulnerability				
Institutional framework for sustainable environmental	Improved capacity of national/sectoral authorities to plan and implement integrated	Central coordinating body for Biodiversity Strategy and Action Plan implementation is	• National Biodiversity Strategy and Action Plan implemented with the involvement of	Regular: 0 Other:

management and energy development	approaches to environmental management and energy development that responds to the needs of the poor	operational.	all stakeholders • Add-on proposal developed	Trust Funds: 203
			Total resources	Regular: 978 Other: 403

[a] This UNDAF objective corresponds to UNDP RBM SRF sub-goal 3: Creating an enabling environment for sustainable human development - increased social cohesion based on participatory local governance and stronger local communities and institutions.
[b] This is covered under UNDP RBM SRF sub-goal 3.

D. Marshall Islands

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
Objective 1: Improved governance, security and human rights				
Democratic governance	Capacity of the RMI Parliament (*Nitijela*) to perform its constitutional roles facilitated	• Improved internal functioning of Parliament • Measurable improvements seen in expected roles of parliamentarians	• Public Accounts Committee re-established • Electoral Reform Act enacted • Parliamentary Standing Rules reviewed, revised and implemented • At least two training sessions held for MPs on their roles and the role of Parliament	Regular: 200 SPPD/STS: 75
Development planning	Statistics and information made available to the Government and other stakeholders for planning and policy formulation	• Availability of social and economic statistics for planners and policy makers • Number of statistical analysis and associated analytical reports made available • Number of references to current social and economic statistics in policy and planning documents of the Government and its partners, including the media	• Social and economic statistics collected and compiled • Social Statistics Bulletins published • At least one awareness-raising and training workshop held on the collection, analysis and use of social and economic statistics	Regular: 97 SPPD/STS: 72 Other: Third-party cost-sharing: 50
Objective 2: More equitable access to sustainable development opportunities				
Sustainable livelihoods	Access to information and technical advice facilitated to enhance small business development and trade in products from local micro-enterprises in order to increase income generation and sustainable livelihood opportunities	• Number of referrals to the small business and trade information centre • Number of potential entrepreneurs assisted through the small business and trade information centre • Number of small business enterprises set up or improved and number of trading opportunities exploited	• A small business and trade information centre established • Local crafts and small business association established	Regular: 200

Objective 3: Environmentally sustainable development that benefits the poor				
National capacity for participation in global conventions, regulatory regimes and funding mechanisms for environmentally sustainable development	Global environmental concerns and commitments integrated in national development planning and policy	• Adoption by the Government of the NBSAP as required by the Biodiversity Convention, with national implementation targets • Objectives and targets of the NBSAP for biodiversity integrated in national development planning and policy framework	• Proposal developed on add-on funds • Critical elements of the NBSAP reflected in national development plans • Proposal developed on NCSA	Regular: 0 Other: Trust Funds: 472
			Total resources:	Regular: 644 Other: 522

E. Palau

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
Objective 1: Improved governance				
Public sector development	Reforms undertaken to enhance performance of public sector institutions involved in participatory national planning and policy development	National development planning structure defined, established and functioning	• National development planning structure established • National development plan formulated on the basis of widespread consultations	Regular: 156 SPPD: 130 Other: Government cost-sharing: 80
Objective 2: Environmentally sustainable development that benefits the poor				
National capacity for participation in global conventions, regulatory regimes and funding mechanisms for environmentally sustainable development	Global environmental concerns and commitments integrated in national development planning and policy	• Preparation by the Government of the Republic of Palau first National Communication and National Implementation Strategy for the Conference of Parties to the United Nations Framework Convention on Climate Change • Preparation of the Republic of Palau NBSAP, as required by the Biodiversity Convention, with national implementation targets • Preparation of report on national capacity and mechanisms for integrated approach to environmental management and development	• Reports to Conference of Parties on climate change and biodiversity submitted and approved • National strategies on climate change and biodiversity endorsed by the National Congress and critical elements reflected • Establishment of strategic partnerships and mechanisms for efficient approaches to environmentally sustainable development	Regular: 0 Other: Trust Funds: 550
			Total resources:	Regular: 286 Other: 630

F. Solomon Islands

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended Outputs*	*Resources (in thousands of US dollars)*
UNDAF Objective 1: Improved governance, security and human rights				
Democratic governance	Capacity of public offices built for improved governance and economic management	• Number of public offices strengthened • Level of oversight functions performed by key governance institutions	Oversight functions of key governance institutions streamlined and strengthened	Regular: 306 SPPD/STS: 50 Other: Third-party cost-sharing: 500 Trust Funds: 200
Support to conflict prevention and peace-building	• Environment/process for peace-building/reconciliation in place • Information and advocacy improved to promote better understanding of the impact of the conflict and roles played by the Government and civil society in the peace process	• Progress in the devolution of nation system, including the Constitution reform process • Number of information and communication channels rehabilitated/reconstructed • Number of CSOs participated in advocating peace process	• Complete review of the Constitution • Information and advocacy campaigns in support of the peace-building process • Better access to peace-related information and increased capacity for communication by rural population	Regular: 500 SPPD/STS: 50 Other: Third-party cost-sharing: 500 Trust Funds: 280
Support to post-conflict demobilization and reintegration	Support provided to community recovery and rehabilitation through the disarmament, demobilization, reintegration and rehabilitation proces and creation of alternative livelihood opportu	• Number/rate of infrastructures rehabilitated/reconstructed • Number of demobilized soldiers/internally displaced persons (IDPs)	• Economic and social infrastructures rehabilitated • Ex-combatants and IDPs reintegrated • Employment opportunities increased	Regular: 500 SPPD/STS: 50 Other: Third-party cost-sharing: 1 000 Trust Funds: 2 000
UNDAF Objective 2: More equitable access to sustainable development opportunities				
Support to sustainable livelihoods and community participation in national policy process through the promotion of integrated rural development.	Access to development opportunities facilitated to enhance community development, promote integrated rural development and increase participation of all stakeholders	• Number and level of rural communities participated in formulation and implementation of development plans • Progress in rural and community development	• Participatory integrated rural development plans formulated and implemented • Facilitating environment for community participation in national policy-making and planning process developed • Improved and secure community-based resource management	Regular: 500 SPPD/STS: 46 Other: Third-party cost-sharing: 1 000
UNDAF Objective 3: Improved access, quality and delivery of basic services to all sections of community				
National capacity for participation in global conventions, regulatory regimes and funding mechanisms for	Global environmental concerns and commitments integrated in national development planning and policy	• Preparation of National Adaptation Programme of Action • Preparation of National Capacity for Self-Assessment (NCSA) Report	• Report on National Adaptation Programme of Action adopted and submitted • NCSA Report adopted and submitted	Regular: 0 Other: GEF: 400

G. Tonga

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
Objective: More equitable access to sustainable development opportunities				
Access to basic social services and systems for risk management	Systems of social protection established to target the vulnerable groups in society (old retirees, including informal sector workers in old age)	Proportion of the population covered by institutionalized retirement benefit scheme for social security purposes in old age	Retirement Benefit Scheme legislation applied through implementation of retirement benefit scheme	Regular: 373 SPPD/STS: 86 Other: Trust Funds: 384
Development and implementation of macro- and poverty reduction policies and strategies	Improved planning through the use of socio-economic data/indicators	Key documents or statements on macroeconomic policy contain an analysis of impact on poverty, disaggregated by gender	Research analysis data used for sectoral/national planning	
National capacity for participation in global conventions, regulatory regimes and funding mechanisms for environmentally sustainable development	Global environmental concerns integrated in national development planning and policy	• Adoption by Government of NBSAP as required by the Biodiversity and Climate Change conventions, with national implementation targets • National report/communication prepared and submitted as required by the Biodiversity and Climate Change Conventions	• BSAP proposal prepared and submitted • Biodiversity and Climate Change Strategies with implementation targets adopted by Government	
			Total resources:	**Regular: 459** **Other: 384**

H. Tuvalu

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
UNDAF Objective 1: Assistance for reducing disparities in services and opportunities				
Social cohesion through development planning and other decision-making processes at the subnational level	• Implementation of outer-island development policies to enable the participation of island communities in the formulation and implementation of economic and social programmes at the subnational level • Increased number of elections for local Island Councils • Planning and budgeting processes at subnational levels involve the active participation of local communities reformed to more effectively incorporate community-level perspectives	• Existence of institutionalized mechanisms for regular consultation between local governments and CSOs on economic and social policies and programmes • Frequency of elections for local officials including women • Development projects developed	• Island Council capacity strengthened through training to deliver outer-island development programmes • Frequently elected officials of the Island Councils with women representatives and participation • Outer-island representatives trained in project development, budgeting and monitoring	Regular: 575 SPPD/STS: 99
Decentralization policies and allocation of resources to subnational levels	Improved social services and quality of life for the disadvantaged and vulnerable	Legislative framework for social development adopted and implemented	Social development policy endorsed and legislative framework in place	Regular: 170
UNDAF Objective 2: Improved participation, accountability, and equity in decision making				
No UNDP Country Prorgamme envisaged under this objective.				

UNDAF Objective 3: Addressing environmental issues and vulnerability				
National capacity for participation in global conventions, regulatory regimes and funding mechanisms for environmentally sustainable development	Global environmental concerns integrated in national development planning and policy	Preparations of National Adaptation Programme of Action	Report on National Adaptation Programme of Action adopted and submitted	Regular: 0 Other: Trust Funds: 200
			Total resource:	Regular: 844 Other: 200

I. Vanuatu

Strategic area of support	*Intended outcome*	*Outcome indicator*	*Intended outputs*	*Resources (in thousands of US dollars)*
UNDAF Objective 1: Strengthening governance, participation and human rights				
Democratic governance	Public participation in democratic processes at the national, provincial and local levels through participatory processes Review of Comprehensive Reform Programme	• Decrease in number of incidents involving human rights abuse and gender-based violence • Increased awareness of Council of Chiefs on constitutional issues in relation to customary laws • Effective and timely support from legal infrastructures in the formal sector, including parliamentary committees • Improved coordination of sectoral activities relating to delivery of services to the rural sector	• Training programmes and packages on customary laws vs. modern laws for various target groups; and constitutional issues relating to identified grass-roots concerns • Participation of multidisciplinary teams, including NGOs in grass-roots training programmes • Partnerships developed for rural services delivery between Government, NGOs, private sector and community-based groups	Regular: 216 SPPD/STS: 42 Other: Third-party cost-sharing: 100
UNDAF Objective 2: More equitable access to quality services and products				
Promotion of economic and employment opportunities with wider community participation	Access to productive physical and financial resources to promote equitable and sustainable development in disadvantaged communities	• Regulatory frameworks modified to facilitate microfinance savings schemes • Increase in levels of savings of disadvantaged groups • Increased access to credit • Number of disadvantaged communities participating in income-generating schemes • Increased access to social security schemes	• Baseline data established to evaluate socio-economic changes and current status of existing schemes • Integration of Government and NGO initiatives in development of income-generation opportunities	Regular: 350 SPPD/STS: 40 Other: Third-party cost-sharing: 100
UNDAF Objective 3: Improve resource management and environmental sustainability				
Enhanced participation of Vanuatu in United Nations agreements and conventions	Increased capacity of the Government to meet commitments to global conventions and to improve quality of life through better environment and resource management	Natural resources management through community-based participatory mechanisms	• Community-based biodiversity initiatives established • Traditional methods of resource management integrated into community-based biodiversity conservation	Regular: 0 Other: Trust Funds: 100
			Total resources	Regular: 648 Other: 300